

**SVQ Management SCQF Levels 7 and 9**

1

**Guide to Using HN Management and Leadership**

**Support Material for**

**General Knowledge and Understanding**

**Requirements**

**Guide to using HN Management and Leadership Support Material to prepare for the general knowledge and understanding requirements of the SVQ Management**

**Purpose of the Guide**

This guide provides information to help SVQ Management candidates access those parts of the HN Management and Leadership Support Packs and the interactive activities which are relevant to some of the optional units of the SVQ Management at SCQF Levels 7 and 9. These Packs are available on SQA’s secure website. The SQA contact in each centre has access to this secure website.

<https://secure.sqa.org.uk>.

This Guide covers only those optional units which link in, in some way, with the HNC/Diploma in Management and Leadership Support Packs. It does not, therefore, include all the available optional units.

The relevance of the HN Management and Leadership Support Packs varies substantially between SVQ Management Units. In some cases, only a very small number of General knowledge and understanding items are covered. In these cases the Support Packs can be used as an introduction to help orientate candidates to the requirements of the unit concerned. When using the Support Packs also, it is important to bear in mind that, even where they are relevant, they do not always align directly with the SVQ Management Units.

This Guide takes each relevant SVQ Management unit in turn and provides tables which link appropriate general knowledge and understanding items with sections of the HN support materials and interactive activities. In this way candidates can find their way quickly to the parts of the support materials which apply to the SVQ Management. They can also go directly to relevant exercises in the interactive activities.

It covers the following SVQ Management optional units:

DA2 Recruit, select and retain people

DC5 Help individuals address problems affecting their performance

DB1 Build teams

DB8 Manage conflict in teams

EA4 Manage budgets

EA3 Manage the use of financial resources

EC4 Communicate information and knowledge

FD2 Deliver products and services to customers

CA2 Plan Change

CA4 Implement Change

EC5 Use information to take effective decisions

FA5 Manage projects

BA6 Develop Strategic Business Plans

DA6 Initiate and Follow Disciplinary Procedures

DA7 Initiate and Follow Grievance Procedures

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**Background on HN Management and Leadership Development Packs**

SQA has developed support material for the HNC and Diploma in Management and Leadership, awards closely related to SVQ Management. This takes the form of Workbooks, one for each of the mandatory units in the HNC and Diploma in Management and Leadership. Some of the packs are also accompanied by interactive activities which can be accessed via SQA’s open site - <http://www.sqa.org.uk/sqa/26294.html>

The Support Packs and the interactive activities cover material which is relevant to some of the general knowledge and understanding items in the SVQ Management

The material has been written for a different purpose and, unlike the SVQ Candidate Support Packs, it does not match the layout of the general knowledge and understanding items in the SVQ Management units. Neither does it cover all of the general knowledge and understanding items.

However, candidates working towards SVQ Management may benefit from the HN material. It can add value to their work and help them to produce a stronger portfolio.

The SQA has developed Candidate Support Packs specifically designed to help candidates to meet the general knowledge and understanding requirements of the mandatory units and some higher uptake optional units in the SVQ Management at SCQF Levels 7 and 9. Candidate Support Packs are available on the SVQ Management section of SQA’s secure website

**DA2 Recruit, Select and Retain People**

**N.B**. Recruitment and Selection of People is the topic of Section 1 of the HN Support Pack for Managing and Working with People. This Section does not cover all the General knowledge and understanding items for DA2 as the table below shows. However, it does provide a good outline of many of the key aspects of recruitment and selection. For this reason, SVQ Management candidates attempting DA2 may find it beneficial to work through the whole of Section 1 of the Support Pack for Managing and Working with People.

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| **HN Management and Leadership unit****Management: Managing and Working with People** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K2 | Review Workload – Job Analysis | Sections 1.1.1, 1.1.2 and 1.1.3 | Managing and Working with People/ Recruitment and Selection of People/ Job Analysis |
| K5 | Job Description and Person Specification | Sections 1.2 and 1.3 | Managing and Working with People/ Recruitment and Selection of People/ Person Specifications |
| K6 | Stages in Recruitment and Selection | Sections 1.4.1, 1.4.2 and 1.4.3. |  |
| K7 | Recruitment and Selection Methods | Sections 1.4.1, 1.4.2 1.4.3, 1.4.4, 1.5, 1.5.1, 1.5.2 and 1.5.3 | Managing and Working with People/ Recruitment and Selection of People/ Questioning Techniques |
| K8 | Interview Structure - Giving Information | Section 1.5.4 |  |
| K11 | Equality and Diversity Issues | Section 1.6 | Managing and Working with People/ Recruitment and Selection of People/ Recruitment Interview |

**DC5 Help individuals address problems affecting their performance**

As its title suggest this unit deals specifically with how a manager can help team members recognise and tackle problems that they have which might affect their performance. The HN Support Packs do not directly address this particular aspect of management. The two packs identified below do, however, have some background on team effectiveness and performance management respectively. The HN Support Packs, therefore, set some of the context for this unit and SVQ Management candidates taking DC5 may find them a useful starting point for the general knowledge and understanding for DC5

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| **HN Management and Leadership unit****Management: Leadership at Work** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Team Effectiveness | Section 3.5, 3.5.1 and 3.5.3 | Leadership at Work/ Lead Teams/ Team Building |
| K2 | Team Effectiveness | Section 3.5, 3.5.1 and 3.5.3 | Leadership at Work/ Lead Teams/ Team Building |

Section 3 of this HN Support Pack deals with Coaching which is one way of helping team members address problems affecting their performance. There are some specific references below but SVQ Management candidates attempting DC5 may find it helpful to read the whole of Section 3 of this HN Support Pack.

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| **HN Management and Leadership unit****Management: Managing and Working with People** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K5 | Gathering information | Sections 3.2.2 |  |
| K6 | Importance of defining the problem | Sections 3.2.2 |  |
| K7 | Courses of action for dealing with the problem | Sections 3.1 (3.1.1 – 3.1.8) | Managing and Working with People/ Coaching People/ Beliefs |
| K8 | Discussing and agreeing (Role and Qualities of a coach) | Sections 3.2.5 and 3.2.6 | Managing and Working with People/ Coaching People/ The Qualities of a CoachManaging and Working with People/ Coaching People/ Test Yourself |

**DB1 Build Teams**

Section 3 of the HN Support Pack Management: Leadership at Work deals with leading teams and team building. SVQ Management candidates taking DB1 may find it helpful to work through the whole of this section of the Pack.

Some specific guidance is given below.

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| **HN Management and Leadership unit****Management: Leadership at Work** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Communication | Sections 3.5.6 and 3.5.7 |  |
| K2 | Roles in a Team | Section 3.3 | Leadership at Work/ Lead Teams/ Belbin |
| K3 | Roles in a Team | Section 3.3 | Leadership at Work/ Lead Teams/ Belbin |
| K4 | Team and Individual Objectives | Section 3.4 | Leadership at Work/ Lead Teams/ SMART Objectives |
| K5 | Team Effectiveness | Section 3.5 | Leadership at Work/ Lead Teams/ Team Building |
| K8 | Communication | Sections 3.5.6 and 3.5.7 |  |
| K10 | Stages of Team Development | Section 3.2 | Leadership at Work/ Lead Teams/ Tuckman’s Theory |
| K11 | Recognising Team Achievements | Section 3.5.8 |  |

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| **HNC Management and Leadership unit****Management: Developing Self Management Skills** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K9 | Feedback | Section 3.1.6  | Managing Self Development/ Evaluate Personal Development/ Working with Feedback |

**DB8 Manage conflict in teams**

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| **HNC Management and Leadership unit****Management: Leadership at Work** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Communication | Sections 3.5.6 and 3.5.7 |  |
| K2 | Roles in a Team | Section 3.3 | Leadership at Work/Lead Teams/Belbin |

Section 5 of the HN Support Pack Management: Managing and Working with People deals with managing inter-personal conflict. SVQ Management candidates taking DB8 may find it helpful to work through the whole of this section of the Pack.

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| **HNC Management and Leadership unit****Management: Managing and Working with People** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K3 | Causes of Conflict | Sections 5.1.1. 5.1.2 and 5.1.3 |  |
| K4 | Taking Preventative Action | Section 5.1.4 |  |
| K5 | Communication to Reduce Conflict | Section 5.1.6 |  |
| K7 | Resolving Conflict | Section 5.1.7, 5.1.8 and 5.1.9 | Managing and Working with People/ Managing Interpersonal Conflict/ Conflict Resolution |
| K8 | Dealing with team Members | Sections 5.1.6, 5.1.7 and 5.1.9 | Managing and Working with People/ Managing Interpersonal Conflict/ Conflict Resolution |
| K9 | Identifying Causes of Conflict | Sections 5.1.1, 5.1.7 - 5.1.9 | Managing and Working with People/ Managing Interpersonal Conflict/ Conflict Resolution |
| K10 | Agreement on Resolving Conflict | Sections 5.1.7 - 5.1.9 | Managing and Working with People/ Managing Interpersonal Conflict/ Conflict Resolution |

**EA4 Manage budgets**

N.B. Budgeting is the main topic of Section 5 of the HN Support Pack for Management: Managing Operational Resources. This Section does not cover all the general knowledge and understanding items for EA4 as the table below shows. In addition, the layout of Section 5 of Management: Managing Operational Resources is such that there is not always a clear match between the headings that it uses and the general knowledge and understanding items for EA4.

Nevertheless, Section 5 does provide a good introduction to the basic principles of setting and monitoring a budget. SVQ Management candidates attempting EA4 may find it beneficial to work through the whole of Section 5 of the Support Pack for Management: Managing Operational Resources.

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| **HNC Management and Leadership unit****Management: Management: Managing Operational Resources** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Consulting with Others | Section 5.3.3 |  |
| K2 | Purpose of Budgets | Sections 5.1 and 5.1.1 |  |
| K3 | Budgeting | Section 5.3, 5.3.1, 5.3.2 and 5.3.3 |  |
| K4 | Development of Budgets | Sections 5.3.1 and 5.3.2 |  |
| K5 | Monitoring Budgets | Sections 5.4 and 5.4.1 | Managing Operational Resources/ Understand Financial Data/ Budgets Illustrated |
| K6 | Variances | Sections 5.4, 5.4.1 and 5.4.2 | Managing Operational Resources/ Understand Financial Data/ Budgets Illustrated |
| K7 | Corrective Action | Section 5.4.3 |  |

**EA3 Manage the use of financial resources**

N.B. This unit is primarily about budgeting which is also the main topic of Section 5 of the HN Support Pack for Management: Managing Operational Resources. This Section does not cover all the general knowledge and understanding items for EA3 as the table below shows. In addition, the layout of Section 5 of Management: Managing Operational Resources is such that there is not always a clear match between the headings that it uses and the general knowledge and understanding items for EA3.

Nevertheless, Section 5 does provide a good introduction to the basic principles of setting and monitoring a budget. SVQ Management candidates attempting EA3 may find it beneficial to work through the whole of Section 5 of the Support Pack for Management: Managing Operational Resources.

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| **HNC Management and Leadership unit****Management: Management: Managing Operational Resources** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Purpose of Budgets | Section 5.1 and 5.1.1 |  |
| K2 | Budgeting | Sections 5.3, 5.3.1, 5.3.2 |  |
| K3 | Getting Financial Information | Sections 5.1, 5.3.1 and 5.3.2 |  |
| K4 | Development of Budgets | Sections 5.3.1 and 5.3.2 |  |
| K6 | Consulting with colleagues to Establish Effective Budgets | Section 5.3.3 |  |
| K7 | Discussion and Confirmation | Section 5.3.2 |  |
| K8 | Monitoring Budgets | Sections 5.4 and 5.4.1 | Managing Operational Resources/ Understand Financial Data/ Budgets Illustrated |
| K10 | Variances | Section 5.4.2 | Managing Operational Resources/ Understand Financial Data/ Budgets Illustrated |
| K11 | Corrective Action | Section 5.4.3 |  |
| K15 | Reviewing Financial Performance | Sections 5.5 and 5.6 |  |

**EC4 Communicate information and knowledge**

Section 1.6.4 in the HN Support Pack for Management: Developing Self Management Skills deals with interpersonal communication. It is a short section and does not deal in detail with the process of communication which is the focus of EC4.

However, it does provide a good introduction to this Unit and SVQ candidates may find it helpful to consult it when embarking on the general knowledge and understanding items of EC4. The Interactive Activities may be particularly useful.

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| **HNC Management and Leadership unit****Management: Developing Self Management Skills** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| All | Interpersonal Communication Skills | Section 1.6.4 | Managing Self Development/ Develop Self Awareness/ Interpersonal Communication |

**FD2 Deliver products and services to customers**

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| **HNC Management and Leadership unit****Creating a Culture of Customer Care** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K2 | Defining Customer Service | Section 1.1 |  |
| K3 | Factors which make Customers Satisfied | Sections 1.2.3, 1.3.1 to 1.3.9 and 1.4 | Creating a Culture of Customer Care/ Establishing and Maintaining Good Customer Relationships/ Customer Care PrinciplesManaging Self Development/ Develop Self Awareness/ Interpersonal Communications/ The Spoken Word/ Listening Skills  |
| K4 | Importance of Customer Care | Sections 1.2.1, 1.2.2, 1.2.3 and 1.5 | Creating a Culture of Customer Care/ Establishing and Maintaining Good Customer Relationships/ The Value of Customer Care |
| K6 | Customer Feedback | Section 2.7 | Creating a Culture of Customer Care/ Maintaining a Customer Care Strategy/ Gaining Feedback |
| K7 | Measuring Customer Satisfaction | Sections 2.7.2 and 3.4. |  |
| K10 | Managing/Designing Processes | Section 3.1.1 to 3.1.3, 3.2.1 and 3.4 | Creating a culture of customer Care/ Maintaining a Customer Care Strategy/ Customer Service Standards |

**FD2 Deliver products and services to customers**

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| **HNC Management and Leadership unit****Management: Developing Self Management Skills** |
| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K3 | Factors which make Customers Satisfied | Section 1.6.4 | Managing Self Development/ Develop Self Awareness/ Interpersonal Communications/ The Spoken Word/ Listening Skills  |

**CA2 Plan Change**

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| **HN Management and Leadership Unit** **Management: Plan, Lead and Implement Change** |

The HN Support Pack for Management: Plan, Lead and Implement Change contains a considerable amount of relevant underpinning knowledge for this Unit and for the associated Units CA4 Implement change. SVQ candidates undertaking any of these Units, whether singly or in combination, are likely to find this Support Pack helpful for the general knowledge and understanding items in these Units.

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K2 | Change theories | Section 1.5Sections 3.1.1, 3.1.2 [pages 64 – 67] Section 3.2 | Plan, Lead and Implement Change/Implementing Change/Kotter |
| K3 | Planning techniques | Section 2.1 [pages 33 - 37] | Plan, Lead and Implement Change/Planning for Change/MilestonesPlan, Lead and Implement Change/Planning for Change/7 S’sPlan, Lead and Implement Change/Planning for Change/Force Field Analysis |
| K9 | Obstacles to Change | Section3.4 [pages 53 – 58] | Plan, Lead and Implement Change/Planning for Change/Janssen’s Model for Change |
| K10 | Stakeholders | Section 2.3 [pages 41 – 43] |  |

**CA2 Plan Change (cont)**

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| **HNC Management and Leadership Unit** **Management: Leadership at Work** |

N.B. The material in this HN Support Pack considers motivation and communication in general rather than specifically relating it specifically to planning change. However, much the same principles apply.

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K4 | Teams | Section 3.1 – 3.4 [pages 42 – 52]Section 3.6.1 [pages 60 – 61] | Leadership at Work/Lead Teams/Tuckman’s theoryLeadership at Work/Lead Teams/BelbinLeadership at Work/Lead Teams/SMART ObjectivesLeadership at Work/Lead Teams/Team Building |

**Unit CA4 Implement Change**

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| **HNC Management and Leadership Unit** **Management: Plan, Lead and Implement Change** |

The HN Support Pack for Management: Plan, Lead and Implement Change contains a considerable amount of relevant underpinning knowledge for this unit and for the associated Units CA2 Plan Change. SVQ candidates undertaking any of these units, whether singly or in combination, are likely to find this Support Pack helpful for the general knowledge and understanding items in these units.

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K2 | Change theories | Sections 1.5, 3.1.1. and 3.1.2 [pages 64 – 67] | Plan, Lead and Implement Change/Implementing Change/Kotter |
| K3 | Planning techniques | Section 2.1 [pages 33 - 37] | Plan, Lead and Implement Change/Planning for Change/MilestonesPlan, Lead and Implement Change/Planning for Change/7 S’sPlan, Lead and Implement Change/Planning for Change/Force Field Analysis |
| K8 | Obstacles to Change | Section3.4 [pages 53 – 58] | Plan, Lead and Implement Change/Planning for Change/Janssen’s Model for Change |
| K9 | Stakeholders | Section 2.3 [pages 41 – 43] |  |

**Unit CA4 Implement Change (cont)**

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| **HN Management and Leadership Unit** **Management: Leadership at Work** |

N.B. The material in this HN Support Pack considers motivation and communication in general rather than specifically relating it specifically to implementing change. However, much the same principles apply.

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K4 | Teams | Section 3.1 – 3.4 [pages 42 – 52]Section 3.6.1 [pages 60 – 61] | Leadership at Work/Lead Teams/Tuckman’s theoryLeadership at Work/Lead Teams/BelbinLeadership at Work/Lead Teams/SMART ObjectivesLeadership at Work/Lead Teams/Team Building |

**Unit BA6 Develop Strategic Business Plans**

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| **HNC Management and Leadership Unit** **Management: Develop Strategic Plans** |

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Engaging Stakeholders | Section 2.5 [sections 2.5.1 and 2.5.2] | Develop Strategic Plans/Strategic Business Planning/Gaining Commitment |
| K3 | Principles of Strategic Management and Business Planning | Section 1.5 | Develop Strategic Plans/Strategic Business Planning/Business Planning |
| K4 | Content of Strategic Business Plan | Sections 1.4.1 and 2.1.1.  | Develop Strategic Plans/Strategic Business Planning/Business PlanningDevelop Strategic Plans/ Strategic Planning Process/ Strategic Planning |
| K7 | Developing Strategic Objectives  | Section 2.4 |  |
| K8 | Allocating Resources | Section 2.3.1 (Resource Audit) |  |
| K10 | Monitoring and Evaluating Performance | Section 2.6 and 2.7 | Develop Strategic Plans/Strategic Business Planning/Monitoring and Control |

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| **HNC Management and Leadership Unit** **Management: Plan, Lead and Implement Change** |

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| **General K/U Items**  | **Topic Area** | **HNC Workbook Reference** | **Interactive Activities** |
| K1 | Engaging Stakeholders | Section 2.3 (Stakeholders) |  |
| K8 | Allocating Resources | Section 2.2  |  |

**Unit DA6 Initiate and follow disciplinary procedures**

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| **HNC Management and Leadership Unit** **Managing and Working with People** |

Section 4 of the HN Support Pack Managing and Working with People deals with discipline and grievance matters. It looks at the areas managers need to be aware of to effectively manage and support people.

SVQ Management candidates taking DA6 may find it helpful to work through the whole of this section of the Pack. There is also a section in the Interactive Activities for the Managing and Working with People which deals with Disciplinary Procedures - <http://www.sqa.org.uk/files/HNCmanagement/ManagePeopleWEB/ManagePeopleIntro.html>

**Unit DA7 Initiate and Follow Grievance Procedures**

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| **HN Management and Leadership Unit** **Managing and Working with People** |

Section 4 of the HN Support Pack Managing and Working with People deals with discipline and grievance matters. It looks at the areas managers need to be aware of to effectively manage and support people.

SVQ Management candidates taking DA7 may find it helpful to work through the whole of this section of the Pack. There is also a section in the Interactive Activities for the Managing and Working with People which deals with Grievance Procedures -

<http://www.sqa.org.uk/files/HNCmanagement/ManagePeopleWEB/ManagePeopleIntro.html>

**Unit FA5 Manage Projects**

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| **HN Management and Leadership Unit** **Management: Managing the Implementation of a Project** |

There are two HN Development Packs covering Project Management which SVQ Management candidates may find helpful for unit FA5 Manage Projects, they are:

* Project Management: Project Justification and Planning
* Project Management: Managing the Implementation of a Project

As there is considerable overlap between the 2 packs, the table below focuses on the Project Management: Managing the Implementation of a Project

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| **General K/U Items**  | **Topic Area** | **HN Workbook Reference** |
| K1 | Characteristics of Projects | Section 1, What is a project (page 4) |
| K2 | Role and Key Responsibilities of Project Manager | Section 2, Project Roles and Responsibilities (pages 26 and 27) |
| K3 | Key stages in project life cycle | Section 1, A project management framework (pages 15 and 16) |
| K9 | Content of Project Plan | Section 4, Project planning (page 62) |
| K12 | Managing Risks | Section 5 Risk Management (page 87) |
| K13 | Contingency Planning | Section 4, Contingency Planning (page 70) |
| K14 | Monitoring, Controlling and Reviewing Progress | Section 4, Project Control Mechanisms and Reporting Framework (page 71)Section 4, Monitoring and Review Process (page 74) |
| K15 | Effective Communication | Section 2, Effective Communications (page 42) |
| K16 | Changes to Project Plan | Section 4, Re-planning (page 78) |
| K18 | Completion of Project | Section 6, Project Closure (page 101) |
| K19 | Evaluation of Project | Section 6, Evaluation (page 103) |

**NB** There are no interactive activities covering this unit.